THE NATIONAL BATTLEFIELDS COMMISSION

2006-2007

Departmental Performance Report

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MINISTER OF CANADIAN HERITAGE, STATUS
OF WOMEN AND OFFICIAL LANGUAGES

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Minister of Canadian Heritage,
Status of Women and
Official Languages

Ministre du Patrimoine canadien,
de la Condition féminine et
des Langues officielles

Ottawa, Canada K1A 0M5

As Minister of Canadian Heritage, Status of Women and Official Languages, I am pleased to present the 2006–2007 *Departmental Performance Report* for the National Battlefields Commission. The report outlines all that this Canadian Heritage Portfolio Agency has accomplished over the reporting period and the many ways in which it continues to fulfill its mandate.

In 2006–2007, in addition to carrying on with its usual operations, the National Battlefields Commission prepared to celebrate its 100th anniversary, which marks the beginning of the creation of our first national historic park, and to commemorate the 250th anniversary of the historic battles of Québec City. The Commission began major repairs on its infrastructure, in preparation for its 100th anniversary activities and for the 400th anniversary of Québec City. The work will continue in 2007–2008 and will allow the Commission to fulfill its mandate to conserve and highlight Battlefields Park and to offer Canadians a significant, accessible, safe, and educational site.

This *Departmental Performance Report* demonstrates the unique and important role the National Battlefields Commission plays as a member of the Canadian Heritage Portfolio in helping to shape and strengthen our identity as Canadians.

Josée Verner

Canada

1.2 Management Representation Statement

I submit for tabling in Parliament, the 2006–2007 Departmental Performance Report for THE NATIONAL BATTLEFIELDS COMMISSION.

This document has been prepared based on the reporting principles contained in the *Guide for the Preparation of Part III of the 2006–2007 Estimates: Reports on Plans and Priorities and Departmental Performance Reports*:

- It adheres to the specific reporting requirements outlined in the Treasury Board Secretariat guidance;
- It is based on the department's approved Strategic Outcome(s) and Program Activity Architecture that were approved by the Treasury Board;
- It presents consistent, comprehensive, balanced and reliable information;
- It provides a basis of accountability for the results achieved with the resources and authorities entrusted to it; and
- It reports finances based on approved numbers from the Estimates and the Public Accounts of Canada.

Name: _____
André Juneau

Title: Chairman

1.3 Summary Information

Reason for Existence – The National Battlefields Commission (NBC), as manager of Battlefields Park, enables Canadians to enjoy the first national historic park in Canada and one of the most prestigious urban parks in the world.

The mandate

The NBC has a mandate to acquire and conserve the great historical battlefields in Quebec City and turn them into a national park. The NBC is responsible for the acquisition, administration, governance and development of the battlefields and for managing the funds allocated to them.

The mission

The grounds of the NBC constitute one of the most important historic sites in Canada; they are the cradle of Canadian history. The Plains of Abraham site is also the largest urban park in Quebec City. It was created at a time when major urban parks were appearing throughout the world and is one of the most prestigious. Its historic, cultural, recreational, natural and scientific aspects make it unique. The NBC must thus reconcile the Plains of Abraham's historic significance with its mission as an urban park. The NBC must preserve this historic Canadian legacy for future generations and develop it so that the public fully benefits from these treasures and learns more about the history of Canada and the Park's site.

Through its initiatives and responsibilities, the NBC helps to enhance pride in our country, encouraging participation in, and contributing to, our society; ensures access to Canadian voices and spaces; and protects our heritage.

Financial Resources (in thousands of dollars)

	2006–2007	
Planned Spending	**Total Authorities**	**Actual Spending**
8,907	9,872	9,467

Human Resources

	2006-2007	
Planned	**Actual**	**Difference**
50 FTEs	50FTEs	0 FTEs

Status on Performance

Status on Performance			2006-2007 (in thousands of dollars)	
			Planned Spending	Actual Spending
Strategic Outcome: Prestigious, accessible, safe and educational historic and urban sites.				
Program Activity: Conservation				
Priority #1 (type) Provide a prestigious and safe site (permanent)	Expected Result Ensure maintenance and safety for the park by repairing infrastructure.	Performance Status Successfully met	50	1,011 *
Program Activity: Development				
Priority #2 (type) Increase the dissemination of history (permanent)	Expected Result Improve information quality and means of dissemination as well.	Performance Status Successfully met	100	61**
Priority #3 (type) Undertake the organization of the celebration marking the 100th anniversary of the NBC and of the park in 2008 (previously committed) *	Expected Result Establish the significant milestones for the celebration marking the 100th anniversary of the first national historic park in order to increase knowledge of the history of this site.	Performance Status Successfully met	50	134
Priority #4 (type) Plan for and organize the commemoration of the 250th anniversary of the 1759 and 1760 historic battles (previously committed) *	Expected Result Establish an event schedule and recruit partners in order to increase knowledge of history and what life was like during that period, demystify the Quebec City battles and explain world events at the time.	Performance Status Successfully met	10	21
Program Activity: Administration				
Priority #5 (type) Demonstrate transparency and accountability (permanent)	Expected Result Demonstrate a sound management of its conservation, preservation, and development activities and ensure adequate public information relating to them.	Performance Status Successfully met		
Priority #6 (type) Increase revenue (permanent)	Expected Result Generate revenue required for a balanced budget and to meet requirements and offer a high-quality activities and services.	Performance Status Exceeded expectations	1,600	1,623***

* The $500,000 approved budget for roadwork and the leeway in the budget with respect to payments in lieu of taxes (PILT) enabled the NBC to invest in infrastructure maintenance and restoration.

** Certain expenditures specifically related to the 100th and 250th anniversaries that area accounted for in priorities 3 and 4 help increase the dissemination of history.

*** Exceeds estimates, while failing to meet all needs.

1.4 Commission's Overall Performance

In fiscal 2006–2007, the National Battlefields Commission (NBC) prioritized major events to be held on its site in 2008, namely the 400th anniversary of Quebec City and the 100th anniversary of Battlefields Park, and the 250th anniversary of the battles of 1759 and 1760, to be commemorated in 2009 and 2010. The site managed by the NBC is a popular meeting place located in the heart of Quebec City. Consequently, the NBC has undertaken various projects enabling it to achieve its strategic objective to offer Canadians prestigious, accessible, safe and educational historic, urban sites.

The NBC feels that it has met its performance objectives for each of the administered site's conservation and development program activities. Here are a few of the NBC's achievements, listed in order of priority, as set out in the preceding table:

Priority #1 – Provide a prestigious and safe site – In order to address this priority, the NBC continued to maintain the park and assure safety through its day-to-day operations and major restoration work on park infrastructure in order to ensure the health and safety of the many visitors and users (Canadian and foreign) who will visit the park in 2008 to celebrate the 400th anniversary of Quebec City and the 100th anniversary of the NBC, and in subsequent years.

In 2006–2007, the NBC went to great lengths to secure additional funding for undertaking the work in order to meet expectations for such a prestigious site.

To do so, special budgets of $500,000 and $4,216,000 were allocated in 2006–2007 and 2007–2008, respectively. The following work was done in fall 2006: Gilmour Hill was paved and part of George VI Avenue was resurfaced. The NBC also prepared plans and specifications for certain health and safety projects to be carried out in 2007.

In order to ensure the safety of park users, the NBC stabilized and cleaned up the cliff and increased traffic monitoring. To this end, the NBC also acquired special equipment to ensure better control.

As planned, many landscaping projects were carried out to improve the aspects of certain sectors and attractions of the park, notably in the Joan of Arc Garden, across from the *Musée National des Beaux-arts du Québec* and near the Loews Le Concorde Hotel. As these spots are very popular with Canadian and foreign visitors, it is important to present an attractive image of the park. In addition, trees were planted and shrubs were pruned. Some projects were completed, including the updating of the Info-Plant Terminal and the memorial gift program. As in previous years, the Great Celebration of Nature was held and was a resounding success.

Priority #2 – Increase the dissemination of history – In order to address this priority, the NBC improved the quality of information and the means it uses to disseminate the history of the Plains of Abraham, notably by posting information about the battles on the Plains on its Web site. Some employees were asked to research the battles and the park's history. The NBC also launched archaeological excavations on a major 1760 battle site, the Murray blockhouse. Many volunteers took part in this project, which received extensive media coverage, thereby ensuring the dissemination of information about the historic site. This enabled the NBC to meet its objectives to raise information levels concerning the historic battles of Quebec and pursue its goal to become the reference on the matter, as the park is recognized as the historic site commemorating the historic battles of Quebec.

Priority #3 – Undertake the organization of the celebration marking the 100th anniversary of the NBC and of the Park in 2008 – In 2008, the NBC will be marking the 100th anniversary of Canada's first national historic park and also, will emphasize the 400th anniversary of Quebec City. In anticipation of this event, in 2006–2007, it laid the groundwork for 100th anniversary festivities to further promote the site's history. Committees were formed at the NBC (festivities and commemoration committee, history committee) and historical research was done, themes were developed and requests were made with respect to the organization of various activities. Furthermore, to mark its own 100th anniversary, the NBC commissioned professionals to produce a show and compose a score for a historical epic featuring some 700 extras and volunteers and covering the site's history over the last 400 years. To this end, the NBC obtained the co-operation of a number of volunteer groups, including 13 circles of Federation 24 of the *Cercles de Fermières du Québec*, who have agreed to make the costumes. The NBC also hired staff and reorganized tasks so as to be able to handle the workload. It also continued to take steps to secure additional funding to be able to mark its 100th anniversary in an appropriate manner. A few partners also agreed to work with the NBC to ensure the event's success.

Priority #4 – Plan for and organize the commemoration of the 250th anniversary of the historic battles of 1759 and 1760 – With a view to commemorating the 250th anniversary of the historic battles of 1759 and 1760, which is crucial considering the NBC's mandate, the NBC drew up an events calendar for 2009 and 2010 to promote history and provide an idea of what life was like during that era, explain the battles of Quebec and give a background of the global context at the time. The history and commemoration committees continued to plan and organize the events and to provide information on the historic battles. Additional staff was hired to help with historical research for the purposes of developing a database on British soldiers. Partners were recruited to help with the event and to participate in the historical re-enactments of the battles.

Priority #5 – Demonstrate transparency and accountability – The NBC feels that it demonstrated sound management of material, financial and human resources, in accordance with administrative government rules. The NBC stayed within the budget it was allocated and could carried over an amount ($343,000) to next fiscal year. Lastly, all the necessary information to users and visitors was made public in time.

Priority #6 – Increase revenue – The NBC met its revenue objectives during the reference period. It is satisfied with its management, as revenue increased from $1,601,000 in 2005–2006 to $1,623,040 in 2006–2007. This revenue is essential to balance the budget in terms of conservation and development, needs and delivery of quality activities and services to ensure the same level of satisfaction among Canadians.

Operating Environment and Context

A. Day-to-day management

The NBC operates Battlefields Park, an exceptional site, with relatively modest resources, considering the total authorized budget of $9,872,000 (including revenue generated) in 2006–2007 for preserving and developing the park's 108 hectares. This includes gardens, buildings and movables, as well as some 100 employees, who perform a variety of required tasks: administration, finance, maintenance, landscaping, animation, reception services, show production, research and archives, communications and security. The NBC is considered a small organization in light of its financial and human resources. It is authorized to spend the revenue it earns during the fiscal year. Revenue (in the order of $1,623,040 in 2006-2007) is generated through service use and activity fees related to attractions and exhibitions, educational activities and parking.

Certain changes to municipal taxation and the application of the new municipal assessment roll gave the NBC some leeway in its operational budgets, thereby reducing pressure stemming from aging infrastructure and related needs (2008–2009).

In order to achieve its strategic objective, it is very important for the NBC to meet its revenue targets. This required close monitoring of the market, the surrounding environment, the tourism context and the educational community in order to be able to make adjustments in a timely manner and shift its priorities, as needed. A drop in the number of visitors, which could result from a number of factors, such as poor weather, the exchange rate, a decline in tourists or visiting schoolchildren (such as during the school boycott in 2005–2006), could lead to a decrease in revenue. The NBC is faced with this risk every year. However, the NBC can confirm that the risk was not a factor in 2006–2007, as it attained its revenue objectives, and even surpassed them by $23,040.

Various government procedures, such as the application of the management accountability framework, assessments and certain modifications, add a workload in addition to regular and special operations in order to meet objectives and fulfil the NBC's mandate.

B. Context

In fiscal 2006–2007, the NBC focused on planning, carrying out, organizing and preparing various conservation and development projects, in anticipation of events to be held on the Battlefields Park in 2007, 2008, 2009 and 2010.

An additional budget of $500,000 was allocated from the Government of Canada in 2006–2007 to undertake infrastructure works, including the major restoration of roads, sidewalks and sewers. The magnitude and scope of the work required tight planning by the NBC, considering the little time it has to complete the projects, the limited number of workers at its disposal and the available budget. Furthermore, during the reference period, more than $1,350,000 was allocated to the 2007–2008 budget to carry out infrastructure works related to health and safety. Lastly, in November 2006, the NBC received confirmation that an additional $2,866,000 would be also allocated in 2007–2008 for health and safety. In 2006, the NBC had to plan all the infrastructure projects, totalling $4,716,000 for 2006 and 2007. It should be noted that the NBC had wanted to carry out these projects for a number of years, but financial resources were only made available in 2006-2007 and 2007-2008. The NBC must therefore rise to the challenge and carry out all of the planned work in a short period of time and ensure that the work will be completed in time for festivities scheduled for 2008.

In addition to having undertaken a number of infrastructure projects to help safeguard the health and improve the safety of park users and, by that very fact, restore the beauty of the park, the NBC organized and prepared various activities to be held during festivities in 2008 and planned various commemorative projects for events to be held in 2009 and 2010. In short, since 2006, the NBC has been working on large-scale projects that have had a major impact on the day-to-day operations and management of all NBC services.

Some **internal and external factors** had an impact on the implementation of NBC programs, activities and services during this period, including the following:

- **Park visitation**: The Battlefields Park is known as a popular meeting place among Canadians, with more than four million visitors and users frequenting the park annually. It is considered the preferred spot for holding major events in the Quebec City area. Considering the number of park use applications that were received and processed in 2006–2007 (more than 232 applications, up 55% from 2005–2006) and those to be submitted in 2008, 2009 and 2010, it is in the NBC's best interest to take this factor into account in the management of its operations, especially in terms of the "Conservation" program activity. The park's popularity with visitors has forced the NBC to tighten control of park use and continue to co-ordinate activities and services so as to ensure the safety of park users. The risk of injury, and even legal action, resulting from falls or damage caused by the poor condition of infrastructure (eg, sidewalks, damaged road and the threat of falling rocks from the cliff) were considered, and emergency work was carried out to remedy the situation.

  The NBC is proud to have met its performance objectives during the reference period, considering the limited material, human and financial resources at its disposal to maintain the level of quality sought and offer a prestigious, safe site.

- **Changes in or the emergence of pan-governmental policies or priorities**: The NBC demonstrated sound management in its operations and represented the government in a responsible and transparent manner. It met deadlines, despite the limited human resources at its disposal and the workload related to various obligations and upcoming events. This required discipline and efficient organization. Nevertheless, the NBC had to ask for outside help to respond to certain government requests, such as assessing risks in order to develop its prevention program, in accordance with Part II of the *Canada Labour Code*.

- **The context of Quebec City's 400th anniversary**: The NBC remains present and active in the Quebec City community. As it manages an exceptional site located in the heart of Quebec City, it wanted to be involved in the event to ensure its success, to proudly and actively represent the Government of Canada by conveying an image of prestige, and to enhance its own visibility, as 2008 will also mark the NBC's 100th anniversary. The NBC is working closely with the *Société du 400e Anniversaire de Québec* and has responded to the organization's requests to use the park (eg, for a picnic celebrating the 400th anniversary). It is also collaborating with various organizations accredited by the *Société du 400e Anniversaire de Québec* (eg, old-fashioned golf tournament) that wish to organize events as part of the festivities.

In this context, the NBC must rise to the challenge to ensure that the public knows that 2008 also marks the 100th anniversary of the NBC and Battlefields Park, the country's first national historic park, and that the park was the Government of Canada's bequest to Quebec City, the first permanent French-speaking colony in North America, for its 300th anniversary.

The other major challenge facing the NBC with respect to its 100th anniversary consisted in developing and organizing a parallel program of festivities likely to be of interest to the public in 2008, with a modest budget, while ensuring standard operations and special projects in 2006 and 2007.

It should also be noted that 2006–2007 was marked by a few unexpected and public events that could have affected the integrity of the site, resulting in a heavy workload for the NBC and pressure on NBC operations. Subsequent public debates regarding the proposal to relocate the outdoor stage (called "The Agora") to the Plains of Abraham raised a number of concerns and sparked discussion, drawing the public's attention to the preservation of the nature and integrity of the park. The NBC had to review the project on an urgent basis, putting pressure on NBC operations and affecting the workload of staff already heavily involved in organizing NBC festivities, commemorative events and projects.

As part of developing one of the Government of Canada's bequests (Brown Basin) to Quebec City for its 400th anniversary, the NBC was asked to manage and administer the initiative. Having informed the Quebec Port Authority of its interest in using the banks of the St. Lawrence River, where British troops landed before climbing the cliff during the battle on the Plains of Abraham, the NBC concluded, after reviewing the project, that it could not take charge of the site without additional funding.

- **Internal restructuring**: The NBC had to hire additional staff in some units, notably in Maintenance Services, Green Space Services and Communications, owing to the workload resulting from projects related to the preservation and conservation of the site in 2006–2007. It also had to restructure its workforce in light of the preparations for festivities and commemorative events scheduled for 2008, 2009 and 2010.

- **Recourse to key stakeholders, partners and clients**: The NBC relies on many key stakeholders, partners and clients to meet its priorities. It continued its collaboration with the City of Quebec for various maintenance and restoration work in the park. This partnership enables it to carry out the "Conservation" program activity, preserve the park and ensure the safety of users. A partnership agreement with the city was also signed, giving the NBC greater flexibility in carrying out joint projects intended to improve services offered to the public. The agreement was approved by the Quebec government, in accordance with the *Act Respecting the Ministère du Conseil Exécutif*.

In order to carry out the "Development" program activity, the NBC entered into agreements with various museums and horticultural establishments with a view to promote the activities and services it offers to visitors. It also continued to work with the media, through which it could promote NBC activities and services and ensure the Government of Canada's visibility. The NBC was also able to count on a very diverse clientele, including groups of schoolchildren from different grades and tourists from Quebec, the rest of the country and abroad, giving it opportunities to promote the history of Canada and Battlefields Park. It provided a number of ways through which visitors could learn more about these topics, including interpretation activities, exhibitions and shows. Park patrons, including sport enthusiasts, history buffs, and music and nature lovers, had the opportunity to enjoy this excellent site.

Links with Canada's Performance

The NBC's strategic objective is to offer a prestigious, urban site in a **clean, healthy environment** for the benefit of Canadians. In preserving and conserving the Battlefields Park, green space located in the heart of the city, the NBC helps to ensure the quality of the environment in the long term.

Every year, the NBC meticulously sees to park maintenance; it renews the park's tree population, makes compost, is increasingly eliminating the use of pesticides and raises public awareness of better environmental protection through various nature-related activities.

The strategic objective of the NBC also leads it to offer an accessible and educational historic site to ensure that **Canadian culture and heritage thrive**. Through its mandate to develop this prestigious site, the NBC informs Canadians about the history of Canada and the battles that were fought on the site and offers a great place where people can enjoy themselves.

Every year, the NBC welcomes many Canadian and foreign visitors, who come to take part in various interpretation activities, visit exhibitions and attractions relating to the history of Canada and the park, and attend shows.

SECTION II – Analysis of Program Activities

Strategic Outcome:

Prestigious, accessible, safe and educational historic and urban sites.

The role of the NBC is to make the great historical battlefields in Quebec City a national park numbered among the most prestigious parks in the world where the use of historic park in an urban setting is balanced and safe and where the awareness of the assets of the area, as well as its history and the history of the country, is assured.

Program Activities:

2.1 Conservation

As part of this activity, the NBC preserves the legacy and integrity of the Battlefields Park for future generations by maintaining infrastructure, the horticultural landscape and a protected site for Canadian and foreign users and visitors.

This activity allows the NBC to offer one of the most prestigious parks in the world and the opportunity to safely enjoy and use a historic park in an urban setting.

Context

The NBC has an obligation to uphold the development plan drawn up for the Park in the early 20th century by Canada's first landscape architect, Frederick G Todd, at a time when the world's great urban parks were being created. It is charged with preserving natural areas, carrying out development in some spots to address 21st century needs, and restoring some sections of the Park to maintain their aesthetic appeal. Ongoing horticultural and arboricultural work must be kept up to protect the vegetation cover and conserve the countryside character and its reputation as a heritage jewel.

All these actions help maintain the quality and preserve the standing of the Park and provide Canadians with one of the most prestigious parks in the world.

One challenge facing the NBC is maintaining the balance between the historical and urban vocations of the Park, its role in interpreting history and its use for popular public activities. It also has to maintain the Park's tranquil ambience while making it a dynamic space accessible to the public.

Financial Resources (in thousands of dollars)

Planned Spending	Total Authorities	Actual Spending
2,393	2,393	2,044

Human Resources

Planned	Actual	Difference
19 FTEs	19 FTEs	0 FTEs

Expected Results:

The NBC planned to maintain easy access to the site and the site's cleanliness and aesthetics, making it a great place where people can enjoy themselves.

It also planned to proceed with the emergency restoration of its road infrastructure and certain facilities, such as fences and buildings.

Performance measurements and indicators:

Use of the site	Comments and answers to the survey
More than 4,000,000 visitors and users annually – estimated number of spectators at events in the park, participation in activities offered and interpretation activities and exhibitions.	No data available for fiscal 2006–2007. However, staff regularly receives positive comments on the quality of facilities and satisfaction with the work carried out.

Number of events held on the site	Number of accidents and incidents	Operation and supervision
232 applications for holding an activity in the park were received and processed. Major events include National Day, Canada Day, Quebec City Summer Festival and the Quebec City Carnival. Other events include, picnics, filmings, weddings, parades, cross-country skiing competitions, bike races, military demonstrations, and fundraising events. Of the applications received, some 60 activities were not held.	- 160 accidents and incidents were reported to the park's security service (eg, assistance for injured individuals, theft and vandalism). - External assistance was required 109 times (eg, Quebec City police department and the *Musée national des beaux-arts du Québec*).	- 620 traffic violations - 1,229 parking violations - 4,336 interventions (eg, parking mere monitoring, damage, pedestrian prevention.)

Results achieved:

In order to meet these objectives and **offer a prestigious and safe site**, the NBC's Green Space Services:

- Installed a ramp for persons with reduced mobility in the Joan of Arc Garden.
- Installed natural flagstone to facilitate access and beautify the eastern portion of the Joan of Arc Garden.
- Ordered 20 benches (a new prestige model) for the Joan of Arc Garden for its new memorial gift program.
- Repaired greenhouse hotbeds.
- Redeveloped certain plant beds in the middle of the park and restored petanque pitches on the big field.
- Restored a portion of the site where major events are held using sand-coloured stonedust.

As it does every year, the NBC held its Great Celebration of Nature event, which was a success thanks to the co-operation of Mother Nature, a greater number of partners (close to 30 exhibitors), lively entertainment and extensive promotion of the event. During the event, the new memorial gift program was launched. It is now possible to contribute to the park's conservation mission by making a donation for a prestige model bench designed with the Plains in mind or for planting a tree. In 2006, a total of $12,000 was raised and will go to replacing benches and maintaining the park's tree cover.

As planned, close to 50,000 plants were produced, shrubs were improved, trees were planted (201 in all) and the Info-Plant Terminal continued to be updated. Like last year, the NBC used all of the compost made from leaves and other residue collected in the park (approximately 95 v^3).

Green Space Services staff consisted of eight seasonal or part-time horticulturists and one seasonal arboriculturist. It should be noted that the NBC was not responsible for maintaining the landscaping of the *Musée national des beaux-arts du Québec* and the Canada Garden in 2006. The reorganization of tasks and improved production methods helped to better address needs for workers available during the season, thereby avoiding the need to hire students or trainees.

The NBC participated in the national Communities in Bloom contest for a second year, and received a perfect score of five blooms for its quality service and its heritage showcase.

The Tree Canada Foundation and the Mirage hardwood lumber company made a contribution of $1,000 to the NBC for the planting of trees on its site.

As the manager of one of Quebec's largest urban forests, the NBC was a key partner in organizing the 7th Canadian Urban Forest Conference in Quebec City.

Like the other objectives of the "Conservation" program activity, Maintenance Services carried out a number of projects to improve the quality of facilities and ensure user safety, including:

- The restoration of all Grey Terrace mortar joints in order to consolidate retaining wall stones.
- Repairs to Park des Braves railing.
- The consolidation of the granite wall along Champlain Boulevard protecting motorists.
- Repairs to the roof of the public washroom facilities in the western portion of the park.
- The manufacturing and installation of 200 metres of metal fence east of the Discovery Pavilion.
- The creation of a 3.5-km snowshoeing trail.
- The development of a master plan for walking and cross-country trail marking/signage.
- The implementation of 90% of the computerized equipment management planning system.

Maintenance Services comprised 19 workers, including 6 permanent and 13 seasonal employees. It is subdivided into five complementary business lines for maintaining the park: carpentry, painting, welding and machinery, masonry and housekeeping.

Thanks to the allocation of an additional $500,000 from a special health and safety budget, the NBC was able to do emergency roadwork, which addressed part of the road network and sewer system east of the park (George VI Avenue) and involved the paving of Gilmour Hill. It also cleaned up and stabilized the cliff.

Work done in fall 2006 caused inconveniences to visitors and users, as traffic had to be rerouted and roads were temporarily closed. However, all appropriate safety measures were reviewed and taken to prevent incidents or accidents in the park.

In winter, the NBC prepared plans and specifications in order to be able to undertake other infrastructure works in spring 2007, including roadwork (Wolfe roundabout, another part of George VI Avenue, part of Garneau Avenue), the restoration of Grey Terrace, the restoration of the site of major events and the expansion of 390 Bernières Avenue (to house public washroom facilities and offices), and repairs in various sectors of the park. The budget totalled $4,216,000.

The work period had to be reviewed to ensure that the work did not coincide with major events that will be held on the Plains in summer 2007, including National Day celebrations (more than 200,000 spectators) and Quebec City Summer Festival (close to 500,000 spectators). Furthermore, projects were selected according to activity priorities and schedules and anticipated use in 2008.

In order to ensure the site can be visited with complete peace of mind, the NBC's security services patrol the Plains 24 hours a day by car, on foot, by snowmobile, on cross-country skis and snowshoes, ensuring ongoing surveillance in the park in winter and summer. Security services were able to rely on the assistance of Quebec City's police department for serious incidents that occurred on the site, such as hit-and-runs, injured or missing persons and distress situations. It should be noted that in order to ensure the security of users and NBC assets during major events held on the site, such as National Day and Canada Day celebrations and Quebec City Summer Festival, the NBC hired additional workers.

In 2006–2007, the eight officers of the Canadian Corps of Commissionaires (indeterminate, part-time and on call) and one Security Services official had to intervene in the performance of their duties to issue traffic tickets in the park; 620 tickets were issued mainly for exceeding the speed limit. In order to better control traffic, the NBC acquired new speed detection equipment and increased traffic monitoring to enforce the speed limit in the park. Four security officers were given training on how to use the device and radar operations were conducted between June 2006 and March 2007. The result: 223 tickets were issued and 208 warnings were given.

The traffic plan also had to be revised in anticipation of work that will be carried out in the park in 2007 and events scheduled for 2008.

2.2 Development

The purpose of this activity is to showcase the history of the site and its cultural, recreational and natural treasures so as to emphasize its dual role as a historical and urban park. In support of this activity, the NBC carries out improvements, welcomes visitors, puts on exhibits and activities, provides public services, and disseminates information to users and visitors from both Canada and abroad.

Context

As part of enhancing its grounds, the NBC needs to promote its history and become a reference in historic battles and the Conquest. It therefore needs to be dynamic and ensure the delivery of quality services and activities to raise awareness of the area's assets, as well as its history and the history of the country.

To do so, it adopts the following means: exhibits, interpretation activities, guided tours, the presentation of shows, promotional activities and the dissemination of information through various media.

Financial Resources (in thousands of dollars)

Planned Spending	Authorities	Actual Spending
$1,436	$1,436	$1,207

Human Resources

Planned	Actual	Difference
22 FTEs	22 FTEs	0 FTEs

Expected Results:

The NBC planned to offer services, exhibitions and educational and cultural activities to visitors year-round. It wanted visitors to be well informed and well received.

It also planned to develop, thanks to new development projects, various attractions, such as terraces and monuments.

Specifically, the NBC hoped to improve dissemination methods and lay the groundwork for the festivities making the 100th anniversary of Canada's first national historic park. Furthermore, with a view to commemorating the 250th anniversary of the historic battles of Quebec, the NBC intended to plan and draw up an events calendar and recruit partners interested in becoming involved in the commemorative events.

Performance measurements and indicators:

Number of activities offered	Comments from users
The number of activities offered, ie, close to 40 on-site teaching programs, in-class activities, daycare services and playgrounds; some 30 activities for the general public, such as War Councils, guided lantern tours, Halloween festivities and the Great Celebration of Nature. Tours of the Odyssey exhibition, the Louis S. St. Laurent Heritage House, Abraham's Bus and Martello Tower. Web site: **www.ccbn-nbc.gc.ca**	Staff regularly receives positive comments on the quality of the activities and services offered. See **Table 8** for satisfaction levels.

Attendance to activities and services	Revenue generated by activities and services
A total of 183,248 visitors took part in activities and services, including those mentioned above and shows at the Edwin-Bélanger Bandstand.	A total of $366,781 was generated by the above-mentioned activities and services, the souvenir shop and Internet station.

Results achieved:

To achieve these results, the NBC offered various client services, exhibitions and educational and cultural activities throughout the year. The number of visitors at the various attractions (eg, Discovery Pavilion, the Louis S. St. Laurent Heritage House and the Martello Towers) was up 24% (79,196 visitors[1]) from the previous year (64,001 visitors[1]). Interpretation activities included in-school programs and daycare and playground services were also more popular, with participation increasing by 6% from the previous year (54,052[1] participants in 2006–2007, compared with 50,990[1] participants in 2005–2006).

In 2006–2007, the NBC demonstrated innovation with respect to its Halloween activities, presenting a variety of activities throughout October. The Plains of Abraham site and the events that were held were considered to be among the top 10 places to celebrate Halloween, according to the French-language magazine *L'Actualité*. However, owing to chilly weather, only 2,000 or so[2] people participated in the activities. Nevertheless, many people, who were not taken into account in the statistical survey, got to enjoy the decorations in the Joan of Arc Garden.

In order to **better promote the fascinating history** that makes our country unique and explain and demonstrate NBC know-how when it comes to historical interpretation through teaching and multimedia materials, the NBC gave training and interviews and held workshops and conferences for tourism students, high school teachers from various Canadian provinces and Quebec history teachers (elementary and secondary), thereby pursuing its goals to improve the dissemination of information by sharing its expertise with the target clientele.

1 Statistics established based on attendance numbers and the number of reservations.
2 Statistics established based on admission or attendance estimates.

Among the others means used to disseminate information, the NBC also issued press releases to the media announcing all of its regular and special activities and work being done in the park. The NBC's Web site (**www.ccbn-nbc.gc.ca**) also provides increasingly comprehensive information, notably on the history of the park, the services and activities offered, and the NBC itself. Forms are now available on-line, including a volunteer registration form for the epic to be held in 2008. The number of visitors to the site totalled 281,310[3] in 2006–2007, representing an average of 23,442 visitors per month.

In order to provide the most accurate information about its services and activities and improve information quality, the NBC made a few changes to the layout and promotional text in its educational program pamphlets.

Furthermore, in order to **better disseminate history** and provide information in a more dynamic manner, a few changes were made to some activities and a new activity related to the history of New France was developed.

During the reference period, Client Services had approximately 30 indeterminate, full-time and on-call employees to ensure management, the delivery of educational activities and reception services. The NBC also benefited from a YMCA assistance program, obtaining the services of an office trainee for nine months.

However, owing to the greater popularity of the activities offered, the increase in attendance and market conditions that made it increasingly difficult to recruit qualified staff, the NBC had to modify its hiring strategy for interpretation and reception staff. It implemented a permanent recruitment process, improved competition postings and included them on the NBC's Web site. This new approach resulted in a greater selection of qualified candidates and made it possible to better meet Client Services needs.

It should be noted that the "1759: From the Warpath to the Plains of Abraham" Web site, which has been on-line since September 2005, is very popular. On March 31, 2007, the Web site reached 100,000[3] visitors. It provides a wealth of information about the battles on the Plains of Abraham.

The NBC received a few honourable mentions in 2006 for its "1759: From the Warpath to the Plains of Abraham" Web site, including:

- The award of excellence in heritage interpretation from the *Association Québécoise en Interprétation du Patrimoine*;
- Official selection for the virtual exhibition of the International Audiovisual and Multimedia Heritage Festival;
- The *Télé-Québec* audiovisual and multimedia award from the *Société des Musées Québécois*.

3 Statistics based on the LiveStat®. XSP program of the DeepMetrix® Corporation.

The NBC has been able to rely on a number of loyal partners to promote its services and activities, especially members of various tourism associations, such as the Traditional Huron Site, *Autocars Dupont* and *Forfaits Québec*, and hotels, including *Les Chalets Mont Sainte-Anne*, *Giron de l'Isle* and *l'Hôtel Jardin Sainte-Anne*. In 2006–2007, the NBC was part of a network of museums, the *Regroupement des Institutions muséales de Québec*, which refers visitors to many sites, including those of the NBC.

The NBC also received the support of a number of media partners, including the *Journal de Québec*, CITF *Rock Détente*, TQS, *Le Soleil* and the Chronicle Telegraph, that help promote its services and activities. The value of these partnerships totalled more than $150,000.

The NBC took part, at no cost, in a study conducted by the *Société d'attractions touristiques du Québec* to find out where clients who take part in certain activities or use services offered (eg, Martello Tower 1, the Louis S. St. Laurent Heritage House, Abraham's Bus and the Odyssey exhibition) come from. The study revealed that 54% of clients were from Canada, 19% from the United States and 27% from other countries, including France (39%), England (12%) and Australia (7%).

For the 14th year, the NBC's Cultural and Technical Services presented 35 concerts with various themes, such as jazz & blues Thursdays, Fridays pops, worldbeat Saturdays and enchanting Sundays. During the summer of 2006, some 48,000[4] people attended free-admission, open-air shows in the intimate setting and exceptional decor of the Edwin-Bélanger Brandstand. Although no shows were cancelled, a few were cut short by bad weather.

Cultural and Technical Services comprised one indeterminate employee, one seasonal technical assistant, two hosts and four students. The person overseeing Cultural and Technical Services mainly looks after the programming of summer shows, video production for presentation purposes and the maintenance of all audiovisual equipment and exhibitions.

The attractions that were developed were mentioned above under the "Conservation" activity section, as the work also addressed accessibility, cleanliness and aesthetics, especially in the Joan of Arc Garden.

Organization of 100th anniversary festivities

In 2006, the NBC laid the groundwork for the festivities marking the 100th anniversary of the Battlefields Park with a view to further promoting the site's history. To do so, the history and festivities committees held a number of meetings and determined the program.

4 Statistics established based on admission or attendance estimates.

In addition to the regular activities organized annually by the NBC (eg, the Great Celebration of Nature and Halloween), which will be enhanced, programming will include an intensive week of theme events showcasing the park's history, including the installation of a Canada tent, where many federal partners will be on hand to participate in the event.

The NBC will be able to rely on the help of Laval University architecture students, who will build scale models of old buildings that once stood on the site. The models will be featured in an exhibition on how the site has changed over time.

In addition, the NBC intends to unveil a bust in honour of Lord Grey, Canada's Governor General in 1908, who played a major part in developing the park, and Frederick G. Todd, Canada's first landscape architect, who designed the Battlefields Park, in June 2008. A bas relief of Abraham Martin, after whom the Plains of Abraham are named, will also be unveiled in June 2008.

The NBC undertook a large-scale project involving the production of a show and composition of a music score that will be performed over five days on the site where major events are held. The epic, which will feature close to 700 extras and volunteers, will recount the history of the Plains of Abraham over the last 400 years. Agreements were signed with the composer and producer for the production of the show and with 13 circles of Federation 24 of the *Cercles de Fermières du Québec* for some 1,600 costumes. A tab was added on the NBC's Web site under 2008 (**http://www.ccbn-nbc.gc.ca/_en/fresque.php**) to provide comprehensive information about the project and enable volunteers wishing to participate in the epic to register. The exhibition at the Louis S. St. Laurent Heritage House was exceptionally closed for a period of around two years so the rooms can be used for volunteer recruitment purposes and preparations for the epic.

The activities marking the 100th anniversary will give Canadians the opportunity to learn about their historical heritage and the events that unfolded on the site of the Battlefields Park. The NBC will try to free up, from its resources, a budget of $500,000 for the festivities, which is very modest considering the magnitude of the event to be marked. Steps were taken in 2006–2007 to obtain additional funding, which appear to be essential to ensure the success of the festivities and the visibility of the NBC and the Government of Canada. In this respect, the NBC should be set in the coming months.

The activities to be held were announced in the media during a press conference, and a number of radio and television interviews made it possible to provide more information on the planned activities. The media perceives the NBC as being well organized and well prepared with regard to the events to be held in 2008.

The NBC designed and produced a promotional calendar of the events marking the 100th anniversary, including those of other organizations to be held in the park in 2008 (eg, old-fashioned golf tournament, and the closing ceremony mass of the World Eucharistic Congress in Quebec City). It distributed the calendar to wholesalers, journalists and teachers.

Posters and pennants were also put up in the park and on the main streets around the park to promote the 100th anniversary in 2008.

It is important for the NBC to mark this anniversary in an exceptional manner. This will involve major co-ordination with local stakeholders and the *Société du 400e anniversaire de Québec*, as the Plains of Abraham will do double duty in 2008.

In order to meet this objective, all services will be involved in preparations, depending on their areas of authority, and one person has especially been assigned to support the organization. The individual in question was replaced in her Client Services position.

250th anniversary of the battles

With a view to carrying out its mandate and achieving its strategic objective, the NBC intends to mark the 250th anniversary of the battles by re-enacting a significant page in our country's military history. The park was the setting for the confrontation between the French and British empires in 1759 and 1760, at the heart of a global battle for dominance by the two superpowers. The historical battles were part of the Seven Years' War, which many consider to be the first true world war. The battles of 1759 (Battle of the Plains of Abraham) and 1760 (Battle of St. Foy) were the most decisive, as they changed the course of North American history. Hence the importance of preserving Canada's historical heritage for future generations and showcasing it for the public.

In 2006–2007, the NBC planned and undertook the organization of the commemoration of the 250th anniversary of the historic battles to introduce Canadians to the rich heritage of one of the world's most prestigious urban parks and help them better grasp the important role the site played in Canadian history.

The NBC forged a partnership with the Quebec Historical Corps to stage a re-enactment of the battles, a major event that is highly anticipated by the public and re-enactors. More than 2,000 participants will depict the life of soldiers at the time and how pitched battles were fought. The Québec City Tourism will also help promote the event. A budget of $160,000 is planned for the re-enactment.

In 2006–2007, the NBC also undertook archaeological excavations totalling $20,000 on Cap-aux-Diamants. More than 82 volunteers, overseen by a team of professionals under the supervision of an archaeologist, participated in the digs. The site's archaeological potential is significant, as in 1760, the year of the Battle of St. Foy, a blockhouse was built by James Murray, commander of the British troops. The NBC hopes to make it a permanent interpretive site by 2009. Other sites also show potential. The NBC planned to set aside an annual budget in this respect, as the archaeological digs will help us better understand how the land was used throughout the ages, emphasize the development of the site, and promote the site's history and rich heritage through educational programs and interpretation activities.

The NBC also developed more partnership agreements, including one with the *Musée national des beaux-arts du Québec* for an exhibition in 2009 on major works depicting the historic battles of Quebec City and the Seven Years' War. It is a unique opportunity to bring together works that could not be shown together otherwise. The NBC will be responsible for publishing the exhibition catalogue.

Preparations are also under way for other commemorative events related to the Battle of the Plains of Abraham and the Siege of Quebec.

The NBC is working on a book of French soldiers in New France during the Seven Years' War (1755–1760) with the *Société Généalogique Canadienne Française*. The book launch is scheduled for September 2009.

Research, analyses and compilations are under way to develop a public database on British soldiers who participated in the battles of 1759 and 1760. This demanding and ongoing project involves meticulous work. As a result, the NBC hired additional staff to help with the project. It also entered into partnerships with the Department of National Defence and the Morrin Centre in Quebec City. Considering the NBC's mandate, the compilation of the names of the French and British soldiers and the information gathered will be a worthwhile contribution with respect to interpretation initiatives for the NBC.

SECTION III – Supplementary Information

3.1 Organizational Information

The NBC reports to Parliament through the Minister of Canadian Heritage, Status of Women and Official Languages. It is governed by a board, which includes seven Commissioners appointed by the Governor General in Council. The Secretary, also appointed by the Governor General in Council, who acts as Director General, is responsible for the day-to-day management of all of the NBC's activities, in accordance with its incorporating Act.

Its structure is divided in accordance with its main activities—development, administration and conservation—and is representative of the Program Activities Architecture (PAA). The financial resources listed correspond to the Main Estimates.

3.2 Financial Tables

Table 1: Comparison of Planned to Actual Spending (including Full-time Equivalents)

(in thousands of dollars)	2004–2005 Actual	2005–2006 Actual	2006–2007			
			Main Estimates	Planned Spending	Total Authorities	Total Actuals
The National Battlefields Commission						
Conservation	2,461	1,987	2,393	2,393	2,393	2,044
Development	1,558	1,180	1,436	1,436	1,436	1,207
Administration	4,836	5,693	5,078	5,078	6,043	6,216
Total	**8,855**	**8,860**	**8,907**	**8,907**	**9,872**	**9,467**
Less: Non-respendable revenue			N/A	N/A	N/A	
Plus: Cost of services received without charge	63	226	N/A	N/A	N/A	262
Total Departmental Spending	8,918	9,086	N/A	N/A	N/A	9,729
Full-time Equivalents	50	50	N/A	N/A		

Note: - *Includes contributions to employee benefit plans.*
- *Includes Operating Revenues pursuant to section 29.1 (1) of the Financial Administration Act.*

Explanations: discrepancy of $965,000 between Planned Spending and Total Authorities is explained by the following:

• Report from previous year	$343,000
• Supplementary budget for rehabilitation work	$500,000
• Revenue increase versus previous budget	$123,000
• Benefits	$ 9,000
• Procurement saving	$(10,000)
	$965,000

As for the difference between Total Authorities and Total Actuals, it is explained by:

• Transfer to the following year	$343,000
• Interim cost recovery regime (Justice p. 35)	$ 62,000
	$405,000

Table 2: Resources by Program Activity

(In thousands of dollars)

Program Activity	Budgetary – 2006-2007			
	Operating	Total : Gross Budgetary Expenditures	Total : Net Budgetary Expenditures	Total
Conservation				
Main Estimates	2,393	2,393	2,393	2,393
Planned Spending	*2,393*	*2,393*	*2,393*	*2,393*
Total Authorities	2,393	2,393	2,393	2,393
Actual Spending	*2,044*	*2,044*	*2,044*	*2,044*
Development				
Main Estimates	1,436	1,436	1,436	1,436
Planned Spending	*1,436*	*1,436*	*1,436*	*1,436*
Total Authorities	1,436	1,436	1,436	1,436
Actual Spending	*1,207*	*1,207*	*1,207*	*1,207*
Administration				
Main Estimates	5,078	5,078	5,078	5,078
Planned Spending	*5,078*	*5,078*	*5,078*	*5,078*
Total Authorities	6,043	6,043	6,043	6,043
Actual Spending	6,216	6,216	6,216	6,216

Table 3: Voted and Statutory Items

(In thousands of dollars)

Vote or Statutory Item	Truncated Vote or Statutory Wording	2006–2007			
		Main Estimates	Planned Spending	Total Authorities	Total Actuals
60	Program expenditures	7,006	7,006	7,006	7,434
60	Program expenditures			833	
(S)	Expenditures pursuant to paragraph 29.1 (1) of the *Financial Administration Act*	1,500	1,500	1,623	1,623
(S)	Contributions to employee benefit plans	401	401	410	410
	Total	8,907	8,907	9,872	9,467

For explanation of discrepancies between Planned Spending and Total Authorities, refer to page 27.

Table 4: Services Received Without Charge

(In thousands of dollars)	2006–2007 Actual Spending
Office of the Auditor General of Canada	34
Compensation – Public Works and Government Services Canada	2
Contributions covering the employer's share of employees' insurance premiums and expenditures paid by the Treasury Board of Canada Secretariat (excluding revolving funds)	185
Salary and associated expenditures of legal services provided by the Department of Justice Canada	41
Total 2006–2007 Services received without charge	**262**

Table 5: Sources of Respendable Revenue

Respendable Revenue

(In thousands of dollars)	Actual 2004-2005	Actual 2005-2006	2006–2007			
			Main Estimates	Planned Revenue	Total Authorities	Actual
The National Battlefields Commission						
Parking lots	946	964	970	970	972	972
Educational activities and visitors reception	324	346	387	387	367	367
Rental of premises	200	198	203	203	203	203
Other revenues	74	93	40	40	81	81
Total Respendable Revenue	1,544	1,601	1,600	1,600	1,623	1,623

Table 6: Resource Requirements by Program Activity (in thousands of dollars)

2006–2007				
The National Battlefields Commission	**Conservation**	**Development**	**Administration**	**Total**
Planned Spending	2,393	1,436	5,078	8,907
Actual Spending	2,044	1,207	6,216	9,467

For explanations, refer to page 27.

Table 7: For 2006-2007 User Fees Reporting Purposes: The *User Fees Act* (In thousands of dollars)

A. User Fee	Fee Type	Fee-setting Authority	Date Last Modified	2006-2007					Planning Years		
				Forecast Revenue (000 $)	Actual Revenue (000 $)	Full Cost (000 $)	Performance Standard	Performance Results	Fiscal Year	Forecast Revenue (000 $)	Estimated Full Cost (000 $)
Souvenir shop **	(O)	Ministerial authority to set fees for provision of products and services	Before March 31, 2004	45	50	44*	Client satisfaction rate 60 %	Client satisfaction rate is 61 %, but 34 % *** of the people did not answer this question of the survey	2007-2008 2008-2009 2009-2010	50 50 50	45 45 45
Parking lots	(O)	Contractual authority pursuant to the *Act respecting the National Battlefields at Quebec*	Before March 31, 2004	970	972	152*	Client satisfaction rate 60 %	No valid data. No complaints in 2006-2007	2007-2008 2008-2009 2009-2010	970 970 970	155 155 155
Educational Activities and visitors reception	(R)	Contractual authority pursuant to the *Act respecting the National Battlefields at Quebec*	Before March 31, 2004	387	316	336*	Client satisfaction rate 60 %	Client satisfaction rate is 92 % for activities and exhibits; and 93 % *** for reception	2007-2008 2008-2009 2009-2010	380 380 380	340 340 340
Computer Equipment	(O)	Contractual authority pursuant to the *Act respecting the National Battlefields at Quebec*	Before March 31, 2004	1	1	0	Client satisfaction rate 60 %	No valid data. No complaints in 2006-2007	2007-2008 2008-2009 2009-2010	1 1 1	0 0 0
Fees charged for the processing of access requests filed under the *Access to Information Act*	(O)	*Access to Information Act*	1992	0	0	0		No request was received in fiscal year 2006-2007	2007-2008 2008-2009 2009-2010	0 0 0	0 0 0
Total				1,403	1,339	532			2007-2008 2008-2009 2009-2010	1,401 1,401 1,401	540 540 540

B. Date Last Modified

In 2005, changes in fee structure covered for increase in service costs, inflation, and also to take market into consideration. These changes are within the fee structure that was established prior to March 31, 2004. Published in the Canada Gazette of March 19, 2005 and in local newspapers.

C. Other Information

* *Only direct costs were established.*
** *Minimal Service. Very small size and limited space.*
*** *In-house survey.*

(R) Regulatory Fees
(O) Other Products and Services.

Table 8: Financial Statements of Departments and Agencies

THE NATIONAL BATTLEFIELDS COMMISSION

FINANCIAL STATEMENTS

March 31, 2007

Statement of Management Responsibility

Responsibility for the integrity and objectivity of the accompanying financial statements for the year ended March 31, 2007 and all information contained in these statements rests with Commission's management. These financial statements have been prepared by management in accordance with Treasury Board accounting policies which are consistent with Canadian generally accepted accounting principles for the public sector.

Management is responsible for the integrity and objectivity of the information in these financial statements. Some of the information in the financial statements is based on management's best estimates and judgment and gives due consideration to materiality. To fulfil its accounting and reporting responsibilities, management maintains a set of accounts that provides a centralized record of the Commission's financial transactions. Financial information submitted to the *Public Accounts of Canada* and included in the Commission's *Departmental Performance Report* is consistent with these financial statements.

Management maintains a system of financial management and internal control designed to provide reasonable assurance that financial information is reliable, that assets are safeguarded and that transactions are in accordance with the Financial Administration Act, are executed in accordance with prescribed regulations, within Parliamentary authorities, and are properly recorded to maintain accountability of Government funds. Management also seeks to ensure the objectivity and integrity of data in its financial statements by careful selection, training and development of qualified staff, by organizational arrangements that provide appropriate divisions of responsibility, and by communication programs aimed at ensuring that regulations, policies, standards and managerial authorities are understood throughout the Commission. The financial statements of the Commission have been audited by the *Auditor General of Canada*.

MICHEL LEUELLIER, Secretary

ANDRÉ JUNEAU, Chairman

Quebec, Canada
June 22, 2007

Auditor General of Canada
Vérificatrice générale du Canada

AUDITOR'S REPORT

To the Minister of Canadian Heritage and Status of Women

I have audited the statement of financial position of the National Battlefields Commission as at March 31, 2007 and the statements of operations and Equity of Canada and cash flows for the year then ended. These financial statements are the responsibility of the Commission's management. My responsibility is to express an opinion on these financial statements based on my audit.

I conducted my audit in accordance with Canadian generally accepted auditing standards. Those standards require that I plan and perform an audit to obtain reasonable assurance whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation.

In my opinion, these financial statements present fairly, in all material respects, the financial position of the Commission as at March 31, 2007 and the results of its operations and its cash flows for the year then ended in accordance with Canadian generally accepted accounting principles.

Micheline Ethier Massicotte, CA
Principal
for the Auditor General of Canada

Montréal, Canada
June 22, 2007

THE NATIONAL BATTLEFIELDS COMMISSION

Statement of Financial Position
as at March 31

ASSETS		2007		2006
Financial Assets				
Cash	$	891,449	$	595,078
Accounts receivable and advances (Note 4)		13,806		15,790
Total financial assets		**905,255**		**610,868**
Non-financial assets				
Tangible capital assets (Note 5)		12,245,167		12,153,176
Deferred charges		138,631		151,119
Total non-financial assets		**12,383,798**		**12,304,295**
TOTAL	$	**13,289,053**	$	**12,915,163**
LIABILITIES				
Accounts payable and accrued liabilities	$	659,847	$	504,661
Accounts payable and accrued liabilities to other Government departments		192,879		54,155
Salary and vacation payable		103,700		99,684
Employee severance benefits (Note 8)		453,284		475,188
		1,409,710		**1,133,688**
Equity of Canada		**11,879,343**		**11,781,475**
TOTAL	$	**13,289,053**	$	**12,915,163**

Contingent liabilities (Note 9)

The accompanying notes are an integral part of the financial statements.

Approved by Management

Secretary

MICHEL LEULLIER

Approved by the Commission

Chairman

ANDRÉ JUNEAU

THE NATIONAL BATTLEFIELDS COMMISSION
Statement of Operations and Equity of Canada
For the year ended March 31

	2007	2006
Expenses (Note 7)		
Conservation and landscaping of the Plains	$ 5,909,112	$ 5,920,331
Development of the Plains	3,853,605	3,972,782
Total expenses	**9,762,717**	**9,893,113**
Revenues		
Parking	972,211	963,619
Educational activities and welcoming of visitors	366,782	345,712
Rent	202,941	198,210
Other revenues	150,641	166,003
Funding from Canadian Heritage Information Network	-	98,280
Total Revenues	**1,692,575**	**1,771,824**
Cost of operations	**8,070,142**	**8,121,289**
Total income from the trust fund (Note 6)	(177,720)	(10,867)
Net Cost of operations	$ 7,892,422	$ 8,110,422

Equity of Canada, beginning of year	**11,781,475**	**12,401,635**
Net cost of operations	(7,892,422)	(8,110,422)
Net cash provided by Government of Canada	7,432,076	7,014,837
Change in net position in the Consolidated Revenue Fund	296,371	248,763
Services received without charge from other government departments (Note 10)	261,843	226,662
Equity of Canada, end of year	**$ 11,879,343**	**$ 11,781,475**

The accompanying notes are an integral part of the financial statements.

THE NATIONAL BATTLEFIELDS COMMISSION
Statement of Cash Flows
For the year ended March 31

	2007	2006
Operating Activities		
Net cost of operations	$ 7,892,422	$ 8,110,422
Non-Cash items:		
Amortization of tangible capital assets	(727,246)	(759,012)
Services provided without charge	(261,843)	(226,662)
Amortization of deferred charges	(12,488)	(12,400)
Loss on disposal of tangible capital assets	-	(243,705)
Variations in Statement of Financial Position:		
Net change in non-cash working capital balances	(296,371)	(248,763)
Change in liability for employee severance benefits, vacation and overtime	18,365	(6,634)
Deferred charges	-	1,869
Cash used by operating activities	**6,612,839**	**6,615,115**
Capital investment activities		
Acquisition of tangible capital assets	819,237	399,722
Cash used by capital investment activities	**819,237**	**399,722**
Net cash provided by Government of Canada	**$ 7,432,076**	**$ 7,014,837**

The accompanying notes are an integral part of the financial statements.

THE NATIONAL BATTLEFIELDS COMMISSION
Notes to the Financial Statements
For the year ended March 31, 2007

1. Authority and Objectives

The Commission was established in 1908 under an *Act respecting the National Battlefields in Quebec*.

The Commission is a departmental corporation named in Schedule II of the *Financial Administration Act*.

The Commission's mandate is to ensure that all the cultural, recreational, natural and scientific resources of the Battlefields Park are developed in the best interest of Canadians and that the image of the Government of Canada is strengthened without compromising the historic character of the site. To achieve that goal, the Commission will acquire, preserve and develop the great historic battlefields in Quebec.

The land of the Battlefields Park administered by the National Battlefields Commission includes:

The Plains of Abraham, site of the Battle of 1759 between Wolfe and Montcalm;
Des Braves Park, marking the Battle of St-Foy in 1760;
St-Denis Park, east of the Quebec Citadel, overlooking Cap-aux-Diamants;
The Plains of Abraham Discovery Pavillon on Wilfrid Laurier Avenue;
The Maison St-Laurent located at 201,203 Grande-Allée Est in Québec;
The adjoining thoroughfares, two Martello Towers on the site and a tower in Quebec City.

2. Summary of Significant Accounting Policies

The financial statements have been prepared in accordance with Treasury Board accounting policies which are consistent with Canadian generally accepted accounting principles for the public sector. The most significant accounting policies are as follows:

a) Parliamentary appropriations

The Commission is financed by the Government of Canada through Parliamentary appropriations. Appropriations provided to the department do not parallel financial reporting according to Canadian generally accepted accounting principles since appropriations are primarily based on cash flow requirements. Consequently, items recognized in the Statement of Operations and Equity of Canada and the Statement of Cash Flows are not necessarily the same as those provided through appropriations from Parliament. Note 3 provides a high-level reconciliation between the bases of reporting.

b) Due from the Consolidated Revenue Fund

The Commission operates within the Consolidated Revenue Fund (CRF). The CRF is administered by the Receiver General for Canada. All cash received by the Commission is deposited to the CRF and all cash disbursements made by the Commission are paid from the CRF. Due from the CRF represents the amount of cash that the Commission is entitled to draw from the Consolidated Revenue Fund, without further appropriations, in order to discharge its liabilities.

c) Net Cash Provided by Government

The net cash provided by Government is the difference between all cash receipts and all cash disbursements including transactions between departments of the federal government.

2. *Summary of Significant Accounting Policies (continued)*

d) Revenues

Revenues are recognized in the accounts based on the services provided in the year.

e) Expenses

Expenses are recorded on the accrual basis:

- Vacation pay and compensatory leave are expensed as the benefits accrue to employees under their respective terms of employment.

- Services provided without charge by other government departments for the employer's contribution to the health and dental insurance plans and legal services are recorded as operating expenses at their estimated cost.

f) Employee future benefits

a) **Pension benefits:** Eligible employees participate in the Public Service Pension Plan, a multiemployer administered by the Government of Canada. The Commission's contributions to the Plan are charged to expenses in the year incurred and represent the total departmental obligation to the Plan. Current legislation does not require the Commission to make contributions for any actuarial deficiencies of the Plan.

b) **Severance benefits:** Employees are entitled to severance benefits under labour contracts or conditions of employment. These benefits are accrued as employees render the services necessary to earn them. The obligation relating to the benefits earned by employees is calculated using information derived from the results of the actuarially determined liability for employee severance benefits for the Government as a whole.

g) Contingent liabilities

Contingent liabilities are potential liabilities which may become actual liabilities when one or more future events occur or fail to occur. To the extent that the future event is likely to occur or fail to occur, and a reasonable estimate of the loss can be made, an estimated liability is accrued and an expense recorded. If the likelihood is not determinable or an amount cannot be reasonably estimated, the contingency is disclosed in the notes to the financial statements.

2. Summary of Significant Accounting Policies (continued)

h) Tangible capital assets

All tangible capital assets having an initial cost of $2,500 or more are recorded at their acquisition cost. The Commission does not capitalize intangibles and historical treasures that have cultural, aesthetic or historical value.

Amortization of tangible capital assets is done on a straight-line basis over the estimated useful life of the asset as follows:

Asset Class	Amortization period
Buildings	15 to 35 years
Works and infrastructure	5 to 40 years
Material and tools	3 to 15 years
Motor vehicles and others	5 to 15 years
Software	3 to 5 years

i) Deferred charges

Restoration charges related to assets that are not the property of the Commission are recorded at cost and amortized on a straight-line basis over the term of the contract.

j) Measurement uncertainty

The preparation of these financial statements in accordance with Treasury Board accounting policies which are consistent with Canadian generally accepted accounting principles for the public sector requires management to make estimates and assumptions that affect the reported amounts of assets, liabilities, revenues and expenses reported in the financial statements. At the time of preparation of these statements, management believes the estimates and assumptions to be reasonable. The most significant items where estimates are used are the liability for employee severance benefits and the useful life of tangible capital assets. Actual results could significantly differ from those estimated. Management's estimates are reviewed periodically and, as adjustments become necessary, they are recorded in the financial statements in the year they become known.

3. Parliamentary Appropriations

The Commission receives most of its funding through annual Parliamentary appropriations. Items recognized in the statement of operations and the statement of financial position in one year may be funded through Parliamentary appropriations in prior, current or future years. Accordingly, the Commission has different net results of operations for the year on a government funding basis than on an accrual accounting basis. The differences are reconciled in the following tables:

a) Reconciliation of net cost of operations to current year appropriations used:

		2007		2006
Net cost of operations	$	7,892,422	$	8,110,422
Adjustments for items net cost of operations but not affecting appropriations				
Less :				
Amortization of tangible capital assets		727,246		759,012
Loss on disposal of tangible capital assets		-		243,705
Amortization of deferred charges		12,488		12,400
Services provided without charge by a Government department		261,843		226,662
Interim cost recovery regime- Department of Justice Canada		61,850		14,818
Changed in liability for employee severance benefits, vacation and overtime		(18,365)		6,634
Cost related to The National Battlefields Commission Trust Fund		385		-
Add:				
Non-tax income		1,623,040		1,600,784
Income from The National Battlefields Commission Trust Fund		178,105		10,867
		8,648,120		8,458,842
Adjustments for items not affecting cost of operations but affecting appropriations				
Add:				
Acquisitions of tangible capital assets		819,237		399,722
Deferred charges		-		1,869
Current year appropriations used	$	**9,467,357**	$	**8,860,433**

3. Parliamentary Appropriations (continued)

b) Appropriations provided and used:

	2007	2006
Parliamentary appropriation voted		
Canadian Heritage:		
Operating and capital expenditures	$ 7,839,350	$ 7,177,028
Lapsed appropriation	(405,213)	(358,221)
	7,434,137	6,818,807
Statutory-Contributions to employee benefit plans	410,180	440,842
Expenditures corresponding to perceived revenues pursuant to sub-section 29.1(1) of the FAA	1,623,040	1,600,784
Current year appropriations used	**$ 9,467,357**	**$ 8,860,433**

c) Reconciliation of net cash provided by Government to current year appropriations used:

	2007	2006
Net cash provided by Government	$ 7,432,076	$ 7,014,837
Change in net position in the Consolidated Revenue Fund		
Net change in non-cash working capital balances	296,371	248,763
Non-tax income	1,623,040	1,600,784
Income from the trust fund	177,720	10,867
Interim cost recovery regime – Department of Justice Canada	(61,850)	(14,818)
Current year appropriations used	**$ 9,467,357**	**$ 8,860,433**

4. Accounts Receivable and Advances

		2007		2006
Receivables from other Federal Government departments and agencies	$	13,806	$	15,790
Total	$	13,806	$	15,790

5. Tangible Capital Assets

The balance of the tangible capital assets under the responsibility of the Commission is as follows:

	Cost				Accumulated amortization					
Capital asset class	Opening balance	Acquisitions	Disposals and Write-offs	Closing balance	Opening balance	Amortization	Disposals and write-offs	Closing balance	2007 Net book value	2006 Net book value
Land	$ 724,710	$ -	$ -	$ 724,710	$ -	$ -	$ -	$ -	$ 724,710	$ 724,710
Buildings	11,061,321	81,600	-	11,142,921	3,402,851	411,053	-	3,813,904	7,329,017	7,658,470
Works and infrastructure	5,577,776	651,972	-	6,229,748	2,153,308	176,493	-	2,329,801	3,899,947	3,424,468
Material and tools	1,015,941	5,750	-	1,021,691	928,113	57,463	-	985,576	36,115	87,828
Motor vehicles and other	963,011	79,915	-	1,042,926	718,473	78,946	-	797,419	245,507	244,538
Software	13,500	-	-	13,500	338	3,291	-	3,629	9,871	13,162
Total	$ 19,356,259	$ 819,237	$ -	$ 20,175,496	$ 7,203,083	$ 727,246	$ -	$ 7,930,329	$ 12,245,167	$ 12,153,176

Amortization expense for the year ended March 31, 2007 is $727,246 ($759,012 in 2006)

6. *The National Battlefields Commission Trust Fund*

When the National Battlefields Commission was created, a Trust fund was established for the receipt of moneys from individuals, municipal corporations, provincial governments and others, for the purpose of acquiring and preserving the great historic battlefields in Quebec. Since September 1984, the Trust fund has been governed by subsection 9.1 of the *Act respecting the National Battlefields in Quebec*, which authorizes such amounts to be spent for the purpose for which they were given to the Commission. The income and cost are included in the Statement of Operations of the Commission and are detailed as follow:

	2007	2006
Cost		
Professional services	$ 385	$ -
	385	-
Revenues		
Interest	16,101	10,267
Agreement – Quebec City	150 000	-
Miscellaneous	12,004	600
	178,105	10,867
Excess of income on costs	$ **(177,720)**	$ **(10,867)**
Balance at beginning of the year	400,889	390,022
Balance at end of year, deposited with the Receiver General for Canada	$ **578,609**	$ **400,889**

7. *Information on Expenses*

The activities of the Commission are organized into three activities related to its mandate.

The **Conservation of the Plains** includes the following services:

- The service of maintenance, which maintains the site, its furnishings, buildings and infrastructure, provides for a safe and stable environment, minimizes the effects of wear and tear and deterioration and slows down or prevents damage;

- The service of landscaping which is responsible for the scenery, horticultural and arboriculture activities;

- The service of surveillance and security, which ensures to it that regulations regarding peace and public order are respected; enforces traffic and parking and regulations; ensures the safety of site users; and provides for surveillance of the Commission's premises and properties.

The **Development of the Plains** includes the following services:

- Client Services, which includes welcoming visitors and users to the Park, the dissemination of information to the public and reservations for educational interpretation activities for school and the general public;

- Communication Services, which includes promotion and advertising for the activities and services provided by the Commission and ensuring the visibility of the Commission and the federal government.

- Cultural and Technical Service.

7. *Information on Expenses (continued)*

The **Corporate Services** includes the provision of management, administration, financial services and parking services. The **Corporate Services** is sharing out between the **Conservation of the Plains** (60%) and the **Development of the Plains** (40%) every month.

SUMMARY OF EXPENSES BY MAJOR TYPE

		2007		2006
Salaries and employee benefits	$	3,281,921	$	3,244,319
Grants in lieu of taxes		2,906,859		3,401,323
Utilities, materials and supplies		1,051,616		708,643
Professional services		798,669		758,469
Amortization of tangible capital assets		727,246		759,012
Maintenance		558,645		437,213
Publicity		231,070		196,173
Transportation and communication		135,915		95,290
Rental		58,288		36,566
Amortization of deferred charges		12,488		12,400
Loss on disposal of tangible capital assets		-		243,705
	$	**9,762,717**	$	**9,893,113**

8. *Employee Benefits*

a) Pension benefits: The Commission's employees participate in the Public Service Pension Plan, which is sponsored and administered by the Government of Canada. Pension benefits accrue up to a maximum period of 35 years at a rate of 2 percent per year of pensionable service, times the average of the best five consecutive years of earnings. The benefits are integrated with Canada/Québec Pension Plans benefits and they are indexed to inflation.

Both the employees and the Commission contribute to the cost of the Plan. The 2006-07 expense amounts to $302,304 ($326,223 in 2005-06), which represents approximately 2.20 times the contributions by employees.

The Commission's responsibility with regard to the Plan is limited to its contributions. Actuarial surpluses or deficiencies are recognized in the financial statements of the Government of Canada, as the Plan's sponsor.

b) Severance benefits: The Commission provides severance benefits to its employees based on eligibility, years of service and final salary. These severance benefits are not pre-funded. Benefits will be paid from future appropriations. Information about the severance benefits, measured as at March 31, is as follows:

		2007		2006
Accrued benefit obligation, beginning of year	$	475,188	$	442,926
Expense for the year		54,787		50,512
Benefits paid during the year		(76,691)		(18,250)
Accrued benefit obligation, end of year	$	**453,284**	$	**475,188**

9. Contingent liabilities

Claims have been made against the Commission totalling $450,000 for alleged damaged mainly regarding the flood of the Cap-aux-Diamants in 2000 and an individual fell off the wall of the Citadel. The final outcome of these claims is not determinable and, accordingly, these items are not recorded in the accounts. In the opinion of management, the position of the Commission is defensible. Settlements, if any resulting from the resolution of these claims will be accounted for in the year in which a reasonable estimate of loss could be made.

10. Related party transactions

The Commission is related as a result of common ownership to all Government of Canada departments, agencies, and Crown corporations. The Commission enters into transactions with these entities in the normal course of business and on normal trade terms. Also, during the year, the Commission received services which were obtained without charge from other Government departments. The detail is as follows:

	2007	2006
Employer's contribution to the health and dental insurance plans	184 610	179 784
Legal services	41 233	9 878
Audit services	34 000	35 000
Payroll services	2 000	2 000
Total	261 843	226 662

11. Non-monetary transactions

The Commission has granted exclusive rights and public exposure to certain sponsors in exchange primarily for advertising. These non-monetary transactions with unrelated parties were recorded equally in revenues and expenses. They were estimated to total $69,535 in 2006-2007 ($72,760 in 2005-2006), which represents the fair value of the assets and services received.

Table 9: Response to Parliamentary Committees, and Audits and Evaluations

Response to Parliamentary Committees
The NBC has received no recommendations or comments by the Parliamentary Committees.

Response to the Auditor General of Canada, including to the Commissioner of the Environment and Sustainable Development (CESD)
The NBC has received no recommendations or comments neither from the Auditor General of Canada, nor from the Commissioner of the Environment and Sustainable Development (CESD).

External Audits (Note: These refer to other external audits conducted by the Public Service Commission of Canada or the Office of the Commissioner of Official Languages.)
No external audits or evaluations were conducted with respect to the NBC.

Internal Audits or Evaluations
The Officer of the Comptroller General conducted a study on NBC travel and hospitality expenses. No negative comments were received. No recommendations were made.

Table 10: Sustainable Development Strategy (SDS)

Regarding the elaboration of a sustainable development departmental strategy, one should note that the NBC is not an organization subject to the *General Auditor Act*. However, in order to realize its mandate of conserving, preserving and developing one of the most prestigious urban parks in the world, and willing to offer a positive image of the Government of Canada, the NBC takes into account the sustainable development principles and values that are applicable to a park to offer a better environment to Canadians and future generations.

The National Battlefields Commission	
Points to Address :	Departmental Input
1. *What are the key goals, objectives, and or long-term targets of the SDS?*	The NBC did not develop new objectives but rather intends to carry on with the ones already established in the past years, such as: - Continue to apply the adopted environment protection measures for current maintenance and conservation actions, and maintain the use of the park in complete safety. - Keep on with reforestation. - Safeguard the integrity of the site and its natural resources. - Maintain visitor's awareness through a public activity on nature, environment, preservation and sustainable development actions.
2. *How do your key goals, objectives and or long-term targets help achieve your departments's strategic outcomes?*	- Maintain the preservation, the conservation and the cleanliness of the park and offer one of the most prestigious urban parks in the world. - Maintain the use of the park in complete safety.
3. *What were your targets for the reporting period?*	- Continue the preservation and conservation of the park and offer the use in complete safety of one of the most prestigious parks in the world. - Restore a balance between the planted and cut down trees, catch up time lost in the last few years and develop a plan for tree donation in which interested clients can participate and mark an event. - Continue to develop the project to recover recyclable materials. - Maintain the quantity of compost made with the leaves collected in the park. - Help to raise visitors' awareness through a public activity on nature, the environment, preservation and sustainable development actions.
4. *What is your progress to date?*	- 201 trees were planted to replace those that were cut down (58) because they were dead, severely damaged or broken by storms; approximately 75 shrubs were also planted. The NBC recovered time lost in the last years. - No pesticide was used in 2006, except the one required to counter Dutch elm disease. - The number of recycling bins installed at some places in the park was increased. - A commemorative donation program was developed and some donations were made (6 trees), for a total amount of $3,000. - Compost was produced with leaves collected in the park (95 v^3 used in 2006). - The Great Celebration of Nature Day was held, with approximately 30 exhibitors; this activity is intended to raise visitors' awareness with regard to environmental protection. In 2006, less than 1500 visitors attended the activity because of unfavourable weather conditions.
5. *What adjustments have you made, if any?*	- The number of recycling bins was increased in order to encourage users to adopt new habits and to meet environmental requirements.

SECTION IV – Other Items of Interest

4.1 Administration (Administrative Services)

This activity is used to manage the Park in accordance with its mandate and the NBC's vision. In addition to management of all the services covered by other program activities, this activity includes all administrative services, revenue generation and property management.

Financial Resources (in thousands of dollars)

Planned Spending	Authorities	Actual Spending
5,078	6,043	6,216

Human Resources

Planned	Actual	Difference
9 FTEs	9 FTEs	0 FTEs

It should be noted that financial resources include payments in lieu of taxes.

Expected Results:

In fiscal 2006–2007, the NBC planned to provide the public with adequate information about its initiatives and on-site projects, to soundly manage its material, financial and human resources, in accordance with administrative government rules, and to generate revenue that is essential to balancing the budget and activity and service delivery and needs.

Performance measurements and indicators:

Revenue generated	Comments received regarding management
$1,623,040	See table 9

Compliance with allocated budget	Press releases and public notices issued
$9,872,000 – see explanation table 1	Press releases and public notices were issued as required.

Achieved Results:

The NBC feels that it met Priority no. 5 and that it **demonstrates transparency, accountability** and sound human and financial resources management.

The NBC met government administrative requirements and strictly managed the budgets and operations of each of its units. The NBC stayed within the budget it was allocated ($9,872,000) and carried over $343,000 to fiscal 2007–2008.

As far of transparency, it should be noted that:

- additional budgets granted, works being done in the park and their impact for users and visitors were communicated to the public;

- all the necessary information intended for users, visitors, and tourism and scholar stakeholders was available on the Web site (www.ccbn-nbc.gc.ca) and through information sheets;

- services, attractions and new activities were made public via media and the Web site;

- information regarding the development of the 100th anniversary program was communicated in a prompt manner to ensure that the public is aware of the NBC's intentions and projects.

The NBC also feels that it met its objectives **to increase revenue**. In 2006–2007, the NBC was expected to earn $1,600,000 and earned a total of $1,623,040. The revenue was generated mainly from parking fees, educational activities, exhibitions and various activities offered to users and visitors. Thanks to the revenue generated, the NBC can continue to deliver quality services and activities benefiting Canadians and be given a high satisfaction rating by users.

The NBC feels important to emphasize that it had to deal with a major unexpected event that forced it to modify its project priorities, devote time and energy and hold a special board of directors meeting. During the planning stage of the redevelopment of Quebec City's Pointe à Carcy, one of the Government of Canada's bequests to the city to mark its 400th anniversary, the permanent stage (known as the "Agora") was to be relocated to the Plains of Abraham. Considering the impact that would have had, the NBC conducted a comprehensive, thorough review of the plan and concluded that the relocation was not a very good idea, as it could affect the park's integrity and have serious repercussions for residents around the park.

Furthermore, considering the location and history of the site of another Government of Canada bequest to mark the 400th anniversary of Quebec City, namely the redevelopment of the Brown Basin, the NBC was asked to manage the project. The NBC received the request with enthusiasm. It conducted a feasibility study and helped assess needs in order to implement a facilitation and interpretation program on the site, which would be related to the one at the Battlefields Park. Management prepared cost estimates related to project management, activities and maintenance and informed the authorities responsible of its financial needs to carry out the project, as it would not be able to take on the additional work with the resources it was currently allocated. The NBC is expected to be set with respect to the site's management in the coming months.

4.2 Other Information

Listing of Statutes and Regulations

Act respecting the National Battlefields at Quebec	1908, 7-8 Edward VII, ch 57 and amendments
By-law Amending the National Battlefields Park By-law	SOR/2002-186, 9 May, 2002

Web Site

Web site: www.ccbn-nbc.gc.ca

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